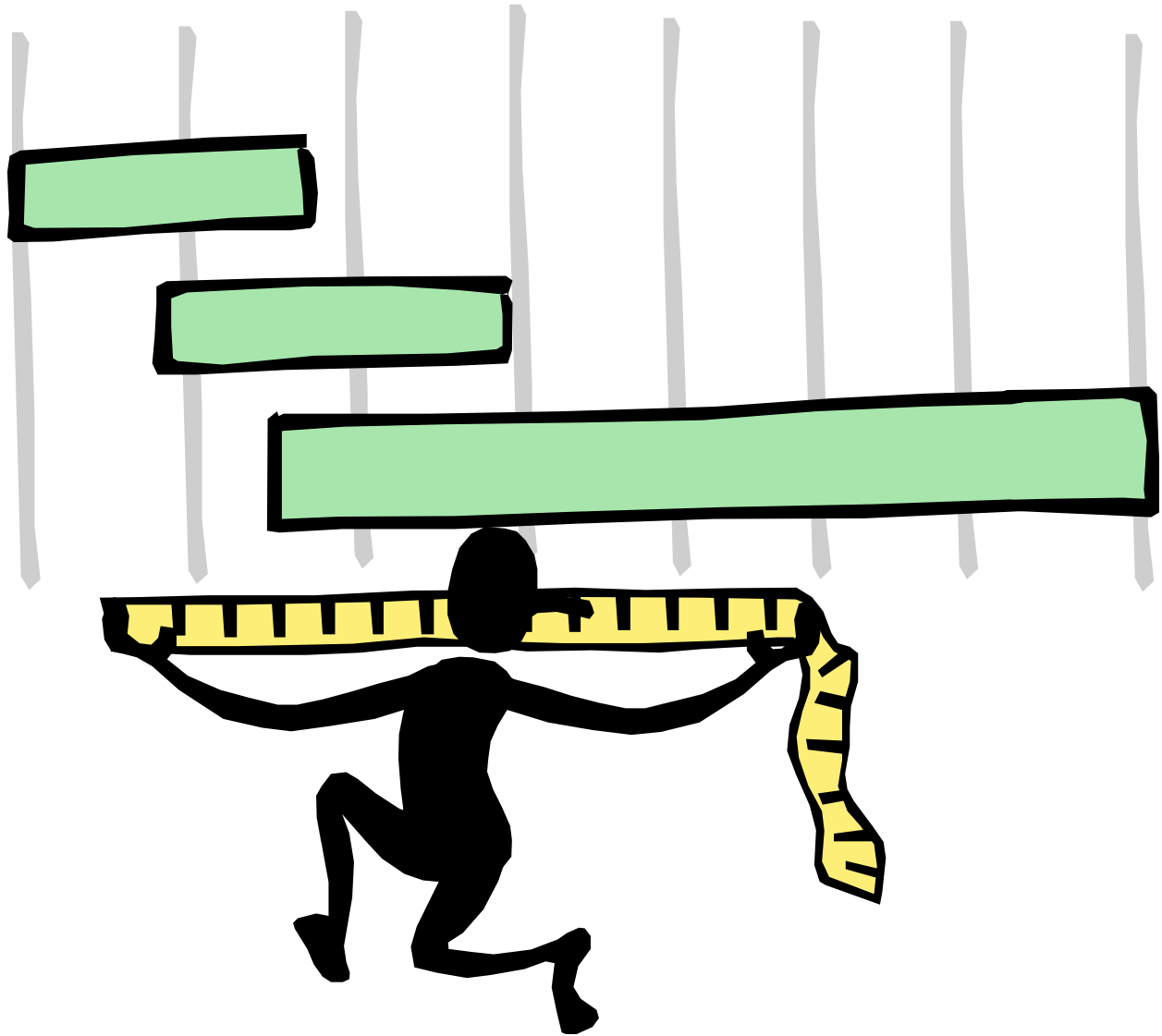


# ITT



## MWR Program Standards and Metrics

August 2005



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# **ITT PROGRAM STANDARDS AND METRICS**

## **INTRODUCTION**

### **About Program Standards and Metrics**

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## **MWR STANDARDS AND METRICS**

This Morale Welfare and Recreation Program (MWR) Standards and Metrics document provides the overall program standards and metrics for this program developed by Commander Navy Installations (CNI) to meet the Navy-wide requirement to develop measurements for all Navy programs funded with Base Operating Support (BOS) dollars.

The desired outcome of the initiative is to help Navy senior leadership make funding justifications, choices, and decisions.

The following goals will be achieved by applying program standards and metrics for this MWR program.

1. Establish Navy-wide standards or reference points in the areas of service delivery, cost, and efficiencies and establish metrics to measure how individual programs, regions, and Navy MWR overall is doing in relation to these standards.
2. Show how MWR is linked to Navy readiness, retention, and mission and answer the following questions all competitors for APF funding must answer:
  - “Why is the MWR program important to the Navy?” and,
  - “What do we lose in the way of readiness, retention, or mission accomplishment if the MWR program is partially funded or not funded adequately?”
3. Starting with POM-08, use program standards and metrics to build MWR’s funding requirements for each POM and PR cycle; i.e., to calculate how much APF MWR funding is required as part of the Navy’s Planning, Programming, Budgeting and Execution System (PPBES) under CNI. (This is the process every APF competitor must use to justify program needs.)

4. Identify program priorities. (e.g., what is funded first? What is funded last? What is funded fully? What is funded partially? and, Why?)
5. Identify and employ standard data collection systems and applications to examine and assess the standards and metrics for each identified MWR program.
6. Ensure the program standards and metrics data can be used by anyone to determine (compare) how similar programs are doing within CNI and the regions and throughout Navy MWR.
7. Identify efficiencies and best practices that can be shared and/or duplicated within CNI and the regions and throughout Navy MWR.

All MWR Standards and Metrics documents are organized into the following sections:

- Table of contents
- Section I
  - Measurement 1 - Personnel
  - Measurement 2 - Facilities
  - Measurement 3 - Programs
  - Measurement 4 - Equipment
  - Measurement 5 - Administration
- Section II - Customer Satisfaction
- Section III - Scoring

MWR Standards and Metrics documents have been developed for Overhead and the following sub-functions and activities as developed with IMAP (Installation Management Accounting Project) 2005 under CNI:

**SUB-FUNCTION**

**PROGRAMS**

**Category A**

Fitness  
Liberty  
Library  
Fleet Programs (Afloat Recreation and  
Fleet Recreation (Shore Support))  
Free/Isolated Motion Picture Program

**SUB-FUNCTION****PROGRAMS****Category B**

ITT  
Outdoor Recreation  
Auto Skills  
Category B Bowling

The standards were developed by IPTs (Integrated Process Teams) comprised of various groups of MWR program experts from the installation, region and CNI levels. The IPTs have been instrumental in defining enterprise-wide requirements (based on outputs), metrics, and the development of Performance Models specific to these programs. These requirements are the key predicates of the models in addition to the IPT developed Navy-wide standards and associated performance metrics that enable us to measure core business area functional/sub-functional performance against the established standard(s).

**PROGRAM DATA CALL (PDC)**

Key to assessing core business area performance is the periodic collection and evaluation of installation performance data across the enterprise. The PDC is web-based. Questionnaires are created for each functional area by the IPTs. The scoring of the questionnaire incorporates necessary links to an associated Objective Matrix (OM). Summaries are available at the installation, region, and enterprise levels.

The process for determining, validating, and measuring capability level performance for each business function is as follows:

1. Develop metrics, weights, COL levels, and scoring schema.
2. Create questionnaire to measure functional area performance:
  - Collect data that aligns with established standards/metrics.
  - Collect quantifiable, priceable, and statistically meaningful data.
3. Conduct Navy-wide data call:
  - Installation completes its questionnaire.
  - Regional Program Directors will review and validate the respective answers.
  - Regional Business Manager validates the information, and submits final product to CNI.

4. Analyze the data results:

- Scores are determined by the associated OM (automatically processed by IT system).
- CNI Program Directors through their IPTs also review and validate the PDC inputs to help ensure identification of errors for correction, and to analyze results.
- Anomalies are investigated/resolved by the Headquarters Program Directors (HPDs) and their IPTs before finalization of the PDC and use, e.g., in the annual Stockholders' Report.

After HPD and IPT final review and validation, the scores are then published in the Annual Stockholders' Report. Others use scores within CNI at HQ, region, installation as well as IPT levels to help assess program performance and improvement.

The results of the Performance Data Call are utilized to assess the prior fiscal year (or designated period) support and service provided as compared to the programmed funding and actual execution of such funds. Through analysis of the data, the change in requirement to increase or decrease service output by adjusting the driver-metric(s) can be determined for a given functional area.

### **COMMON OUTPUT LEVEL STANDARDS (COLS)**

**Common Output Levels:** A four level system for describing Navy's delivery of Shore Services and Support services. Specific COL Standards for individual business areas are developed by subject matter experts on IPTs and provide support to the CNI's Program Directors (PDs). Approved COL descriptor language is updated as specified by the CNI Business Management Office. The term "Capability Level" (CL) was used by Navy prior to 2005 but transitioned to Common Output Level (COL) Standards as a preparatory step to better align with OSD efforts to develop DoD-wide output standards for installations support. COL Standards is the terminology that will be used for the tiered output standards being developed by OSD and modeled after the Navy's CLs.

Common Output Level (COL) Standards are a cornerstone of CNI and OPNAV's ability to program, budget and execute in a consistent/logical manner. In a world of finite resources, CNI and OPNAV N46 collaboratively developed the COL concept over a period of several years. Prior to FY2004, COL Standards were referred to as Service Levels (SLs). Our original SLs and current COL Standards provide capability and cost



options to Navy and DoD leadership for decision making in programming and budgeting. Robust/defendable COL Standards are critical to CNI successfully managing the Navy's shore enterprise. COL Standards are program centric and "standard" across all regions. It is imperative that COL Standards are distinct options that are priceable, measurable, output-oriented and viable.

A well-defined family of COL Standards (COL1-4) is a powerful tool that are used by the PDs for consistency in planning, programming, budgeting and execution. COL Standards offer options for decision making in funding process, provide customers with realistic expectations of service delivery, and provide objective performance metrics to manage the program during execution. Defined COL Standards assist greatly with tracking and communication of performance and with the identification of resource requirements.

COL Standards are supported by numerous performance metrics (such as the ones described in this booklet) that are consistent with, but more detailed than, the COL Standards themselves. These supporting performance metrics are cataloged in a specialized weighted spreadsheet called an "Objective Matrix "(OM). COL Standards have been written for MWR and they are as follows:

**COL 1:**

All afloat and ashore Core and Non-Core MWR programs are provided in full compliance with Navy standards (personnel, equipment, facilities, programs and administrative requirements), meeting 100% of authorized cost per DODI 1015.15, and at no cost to authorized users across all Required Operational Capabilities (ROCs) 1-4.

**COL 2:**

All afloat and ashore Core MWR programs are provided in compliance with Navy standards (personnel, equipment, facilities, programs and administrative requirements) across all Required Operational Capabilities (ROCs) 1-4. Non-Core programs are partially sustained by non-appropriated funds (includes user fees). Category A and B programs are within the DoD funding standards per DODI 1015.15. APF recapitalization is partially deferred.

**COL 3:**

All afloat and ashore Core MWR programs are provided in compliance with Navy standards (personnel, equipment, facilities, programs and administrative requirements) across all Required Operational Capabilities (ROCs) 1-4. Core and Non-Core programs are partially sustained by non-appropriated funds (includes user fees). Reduced program scope across all non-core programs. Category A programs are within the DoD funding standard per DODI 1015.15, while Category B programs do not meet the minimum DODI standards.

**COL 4:**

All afloat MWR programs are provided in compliance with Navy standards (personnel, equipment, facilities, programs and administrative requirements) in ROC 1. Ashore Core and Non-Core programs are sustained by non-appropriated funds (includes user fees). Reduced program scope across all programs. Category A programs are outside of the DoD funding standard per DODI 1015.15, while Category B programs do not meet the minimum DODI standards.

Core Programs (Deployed): Fitness, Fleet Recreation, MOPIX/LMRC,  
Armed Forces Entertainment

Core Programs (Ashore): Fitness, Liberty, Library/Resource Center, ITT, Armed Force  
Entertainment (OCONUS-Foreign flagged), Parks and Picnics

**OBJECTIVE MATRIX (OM)**

The OM and the Analytical Hierarchy Process (AHP) provide an objective way of measuring, or quantifying seemingly dissimilar objects and services; illustrating weighted standards and defining associated Common Output Levels.

The overall quality index is computed through the development of criteria weighting factors and an overall scoring scheme. While minimum quality standards are assigned to each individual metric, the quality index serves as an overall indicator of program health and defines the overall capability output.

The following outlines the Objectives Matrix approach through a series of steps that piece together the process of quantifying the readiness condition. This methodology concisely arrives at a single index that indicates the overall readiness of a particular functional or sub functional area.

1. The first step is to decide on the key process areas (areas where effective performance is critical to achieve the organization's mission and to satisfy customer) for each functional area. In MWR's case, those areas are personnel, facilities, programming, equipment and administration.
2. An OM scoring sheet is created for each level of the key process areas, (e.g. function, sub-function, component, sub-component, etc.). At each level the key process areas are weighted against each other in terms of relative importance. The Analytical Hierarchy Process (AHP) was utilized by the MWR IPTs to determine the relative weighting of the key functional areas determined in step 1 above.
3. The scoring table, which equates specific measures to a score between 0 - 10, is populated via performance standards. The Performance Data Call is the tool used to collect installation performance metrics information.
4. The scoring sheet is prepared for assessing readiness. The score sheet values associated with the performance are circled on the scoring sheet, and their corresponding score is annotated at the bottom of the sheet.
5. Beginning at the lowest level of the key process areas, the scores are multiplied by their respective weights and summed to compute the overall readiness index.
6. The overall readiness index is compared to the scoring scale and equated to a COL1 - COL4 value.

The Objectives Matrix provides an objective methodology to convert complex interrelationship of performance across a myriad of sub-functions, elements and tasks within a function into an objective output rating relating to the Functional COL options used in program decision making. Describe the linkage between Cost and Readiness by answering the question: "What do we get for our money?"

More specific information on how the OM applies to this MWR program is in the Scoring Section of this booklet

## REQUIRED OPERATIONAL CAPABILITIES (ROCS)

The Chief of Naval Operations (CNO) has provided guidance designed to better link installations to readiness. CNI embarked on an initiative to identify, in consultation with the mission customers, the Required Operational Capabilities (ROC) by function, and then align that with the potential installation service performance levels (Common Output Level Standards or COLS). This enables regions and their installations to deliver the right services to help meet their mission.

Four required operational capabilities (ROC) have been identified for each of the major installation functions. The majority of the MWR sites are categorized as ROC 2 or ROC 3. The ROC descriptions for the MWR are:

- **ROC 1:** Deployed Forces, afloat and ashore units.
- **ROC 2:** OCONUS, Remote & Isolated Commands.
- **ROC 3:** CONUS Commands.
- **ROC 4:** Reserve Centers, Recruiters.

## STANDARDS

A standard is a statement of desirable practice as set forth by experienced and recognized professionals. Many of the standards in this document are based directly on those published by DoD, Navy or an appropriate professional society - because they were developed in the same way - by experienced and recognized professionals. Other standards are professional interpretations written to fit Navy MWR, given its unique requirements. All the standards, then, are not regulatory and are written to direct and stimulate the program and the corporate policy body toward better and safer services, programs and innovations.

Every Navy command and MWR department is rightfully concerned with the efficiency and effectiveness of its operations. With the importance of MWR experiences to the quality of life of Navy personnel, every agency has a responsibility to perform at the highest possible level. The appraisal of just how well an MWR program operates is indeed a difficult task. It is inadequate to evaluate on financial performance alone - program deliverables are vastly more important but more difficult to measure. For this

reason, the Navy has turned to the experience and wisdom of its MWR professionals. This experience and wisdom have been formalized into this set of standards, which may be used to evaluate one's program. The collective result of compliance with standards will be a high quality program that meets professional requirements and the unique needs of those served.

### **NOT APPLICABLE**

It is possible you will find that some standards don't apply to your program. Circumstances may be such that the standard simply "doesn't fit." When that happens, you may mark the standard "N/A" and adjust the scoring accordingly. You should remember that applicability is the nature of most standards, however ... meaning that most standards **DO** apply. Just because you don't comply or it is very difficult for you to achieve, doesn't mean it doesn't apply. You should be able to justify your reasoning for any standard you mark "not applicable."

### **SOURCES**

The standards published in this document drew on the following:

- Existing, official DoD and/or DON instructions/policy.
- Generally accepted industry and/or professional standards, recommendations, and/or guidelines.
- Best MWR and/or business practices.
- The experience of the project team members.

### **TRUTH IN ADVERTISING**

Do not use the score sheet that follow to make your MWR program look any better or worse than it is. The purpose of this process is to justify optimum funding with regard to Navy readiness, retention and mission. That purpose can only be achieved by getting accurate assessments of all the programs measured through this process.

## **ITT PROGRAM DESCRIPTION**

The Navy's ITT program exists to promote and provide a wide variety of recreational opportunities at a discounted or affordable price. Supporting Navy readiness and retention by promoting recreational activities that enhance QOL by providing constructive leisure time opportunities, esprit de corps and encourage the cultural and social well-being of its patrons.

Program elements include:

- Information Services, Entertainment and Sports Tickets, and local and international tours.
- Additional services may include: centralized registration for MWR activities, and a centralized source of information for all base services.

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## ITT PROGRAM STANDARDS AND METRICS PERSONNEL

### METRIC 1.1

#### Percent Compliance With Staffing Standards

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##### PURPOSE OF THIS METRIC

To measure the program's current staffing level in comparison to a prescribed level required to run a quality operation.

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##### REFERENCES/ SOURCES

- BUPERSINST 1710.11C, Operation of Morale, Welfare and Recreation (MWR) Programs.
- 

##### NOTES

ITT Programs have a direct influence on QOL enhancement with all demographic groups. Quality programs are a result of professional and qualified staff with knowledge to provide quality information to our patrons.

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## STAFFING STANDARDS FOR ITT PROGRAMS

**1.1.1** ITT Operations will be staffed in accordance with the appropriate staffing standard listed below. Sites within regions will use the standard that fits their installation size.

### **A. Jumbo: (>30,000)**

1 - ITT Manager, Supervisory Recreation Specialist (GS-9/11; NF-4).

1 - Recreation Assistant/ Recreation Specialist (GS-5/7; NF-3).

1 - Recreation Assistant RTV Driver (GS-4/5; NF-2).

\*8 - FTE Recreation Aides (GS-2/3; NF-1) (16,000 man-hours).

\*\* - Drivers.

\* Number will vary depending on volume of sales and hours of operation.

\*\* Number will vary depending on total tour/driver hours required to support the program

### **B. Extra Large (>14,001-30,000)**

1 - ITT Manager, Supervisory Recreation Specialist (GS-7/9; NF-4).

1 - Recreation Assistant/ Recreation Specialist (GS-5/7; NF-3).

\*8 - FTE Recreation Aides (GS-2/3; NF-1) (16,000 man-hours).

\*\* - Drivers.

\* Number will vary depending on volume of sales and hours of operation.

\*\* Number will vary depending on total tour/driver hours required to support the program

### **C. Large: (7,001-14,000)**

1 - ITT Manager, Supervisory Recreation Specialist (GS-7/9; NF-4).

1 - Recreation Assistant/Recreation Specialist (GS-5/7; NF3).

\*8 - FTE Recreation Aides (GS-2/3; NF-1) (16,000 man-hours).

\*\* - Drivers.

\* Number will vary dependant on volume of sales and hours of operation.

\*\* Number will vary depending on total tour/driver hours required to support the program.

**D. Medium Installation: (3,001-7,000)**

1 - ITT Manager, Recreation Specialist (GS 5/7; NF-3).

1 - Recreation Assistant (GS 4/5; NF-2).

\*4 - Recreation Aides (GS-2/; NF-1) (8,000 man-hours).

\*\* - Drivers.

\* Number will vary dependant on volume of sales and hours of operation.

\*\* Number will vary depending on total tour/driver hours required to support the program.

**E. Small Installation: (501-3,000)**

1 - ITT Manager, Recreation Specialist (GS 5/7; NF-3).

\*3 - FTE Recreation Aides (GS-2/3; NF-1) (6,000 man-hours).

\*\* - Drivers.

\* Number will vary dependant on volume of sales and hours of operation.

\*\* Number will vary depending on total tour/driver hours required to support the program.

**F. Extra Small Installation: (<500)**

1 - ITT Coordinator, Recreation Assistant (GS 5/7; NF-3).

\*2 - FTE Recreation Aides (GS-2/3; NF-1) (4,000 man-hours).

\*\* - Drivers.

\* Number will vary dependant on volume of sales and hours of operation.

\*\* Number will vary depending on total tour/driver hours required to support the program.

**Score Sheet  
ITT  
Metric 1.1**

**Step 1** Find the staffing standard that applies to your installation.

<b>A. Jumbo &gt;30,000</b>		<b>A</b>	
<b>Step 2</b> Circle the number in column (A) that applies to your program for each position in the standard.		<b>Meet Standard</b>	<b>Filled Below Standard</b>
1	ITT Manager, Supervisory Recreation Specialist (GS-9/11; NF-4).	1	0.5
1	Recreation Assistant/ Recreation Specialist (GS-5/7; NF-3).	1	0.5
1	Recreation Assistant RTV Driver (GS4/5; NF2).	1	0.5
	FTE – Recreation Aides (GS-2/3; NF-1).		
	8 FTE – (16,000 man-hours/yr.).	3	1.5
	>7 (14,000 man-hours/yr.).	2	1.0
	>6 (12,000 man-hours/yr.).	1	0.5

**Step 3** Add the circled numbers and enter total.

**Step 4** Compute your percent compliance:

$$A \div 6 \times 100 = \% \text{ Compliance}$$

Your % Compliance

**Step 5** Enter your percent compliance in the performance block for metric 1.1.

**Step 6** Find the corresponding “score” (0-10) and enter it in the “score” block for this metric.

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## Percent Compliance With Staffing Standards

**Step 1** Find the staffing standard that applies to your installation.

B. Extra Large (>14,000)		A	
<b>Step 2</b> Circle the number in the column (A) that applies to your program for each position in the standard.  <b>NOTE:</b> For FTEs, circle the highest number that applies.		<b>Meet Standard</b>	<b>Filled Below Standard</b>
1	ITT Manager, Supervisory Recreation Specialist (GS-7/9; NF-4).	1	0.5
1	Recreation Assistant/ Recreation Specialist (GS-5/7; NF-3).	1	0.5
	FTE – Recreation Aides (GS-2/3; NF-1).		
	8 FTE – (16,000 man-hours/yr.).	3	1.5
	>7 (14,000 man-hours/yr.).	2	1.0
	>6 (12,000 man-hours/yr.).	1	0.5

**Step 3** Add the circled numbers and enter total.

**Step 4** Compute your percent compliance:

$$A \div 5 \times 100 = \% \text{ Compliance}$$

Your % Compliance

**Step 5** Enter your percent compliance in the performance block for metric 1.1.

**Step 6** Find the corresponding “score” (0-10) and enter it in the “score” block for this metric.

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**Percent Compliance With Staffing Standards**

**Step 1** Find the staffing standard that applies to your installation.

<b>C. Large (7,001 - 14,000)</b>		<b>A</b>	
<b>Step 2</b>	Circle the number in the column (A) that applies to your program for each position in the standard.	<b>Meet Standard</b>	<b>Filled Below Standard</b>
<b>NOTE:</b>	For FTEs, circle the highest number that applies.		
1	ITT Manager, Supervisory Recreation Specialist (GS-7/9;NF-4).	1	0.5
1	Recreation Assistant/ Recreation Specialist (GS-5/7 ; NF-3).	1	0.5
	FTE – Recreation Aides (GS-2/3; NF-1).		
	8 FTE – (16,000 man-hours/yr.).	3	1.5
	>7 (14,000 man-hours/yr.).	2	1.0
	>6 (12,000 man-hours/yr.).	1	0.5
<b>Step 3</b>	Add the circled numbers and enter total.		

**Step 4** Compute your percent compliance:

$$A \div 5 \times 100 = \% \text{ Compliance}$$

Your % Compliance

**Step 5** Enter your percent compliance in the performance block for metric 1.1.

**Step 6** Find the corresponding “score” (0-10) and enter it in the “score” block for this metric.

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## Percent Compliance With Staffing Standards

**Step 1** Find the staffing standard that applies to your installation.

D. Medium Installation (3,001 - 7,000)		A	
<b>Step 2</b>	Circle the number in the column (A) that applies to your program for each position in the standard.	<b>Meet Standard</b>	<b>Filled Below Standard</b>
<b>NOTE:</b>	For FTEs, circle the highest number that applies.		
1	ITT Manager, Recreation Specialist (GS 5-7/NF-3).	1	0.5
1	Recreation Assistant (GS 4/5; NF-2).	1	0.5
	FTE – Recreation Aides (GS-2/3; NF-1).		
	4 FTE – (8,000 man-hours/yr.).	3	1.5
	>3 (6,000 man-hours/yr.).	2	1.0
	>2 (4,000 man-hours/yr.).	1	0.5

**Step 3** Add the circled numbers and enter total.

**Step 4** Compute your percent compliance:

$$A \div 4 \times 100 = \% \text{ Compliance}$$

Your % Compliance

**Step 5** Enter your percent compliance in the performance block for metric 1.1.

**Step 6** Find the corresponding “score” (0-10) and enter it in the “score” block for this metric.

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## Percent Compliance With Staffing Standards

**Step 1** Find the staffing standard that applies to your installation.

E. Small Installation (501 - 3,000)		A	
<b>Step 2</b>	Circle the number in the column (A) that applies to your program for each position in the standard.	<b>Meet Standard</b>	<b>Filled Below Standard</b>
<b>NOTE:</b>	For FTEs, circle the highest number that applies.		
1	ITT Manager, Recreation Specialist (GS-5/7; NF-3).	1	0.5
	FTE – Recreation Aides (GS-2/3; NF-1).		
	3 FTE – (6,000 man-hours/yr.).	3	1.5
	>2 (4,000 man-hours/yr.).	2	1.0
	>1 (2,000 man-hours/yr.).	1	0.5
<b>Step 3</b>	Add the circled numbers and enter total.		

**Step 4** Compute your percent compliance:

$$A \div 4 \times 100 = \% \text{ Compliance}$$

Your % Compliance

**Step 5** Enter your percent compliance in the performance block for metric 1.1.

**Step 6** Find the corresponding “score” (0-10) and enter it in the “score” block for this metric.

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**Percent Compliance With Staffing Standards**

**Step 1** Find the staffing standard that applies to your installation.

<b>F. Extra Small Installation (&lt;500)</b>		<b>A</b>	
<b>Step 2</b> Circle the number in the column (A) that applies to your program for each position in the standard.  <b>NOTE:</b> For FTEs, circle the highest number that applies.		<b>Meet Standard</b>	<b>Filled Below Standard</b>
1	ITT Manager, Supervisory Recreation Specialist (GS-5/7; NF-3).	1	0.5
	FTE – Recreation Aides (GS-2/3; NF-1).		
2	FTE – (4,000 man-hours/yr.).	3	1.5
	>1.5 (3,000 man-hours/yr.).	2	1.0
	>1 (2,000 man-hours/yr.).	1	0.5

**Step 3** Add the circled numbers and enter total.

**Step 4** Compute your percent compliance:

$$A \div 4 \times 100 = \% \text{ Compliance}$$

Your % Compliance

**Step 5** Enter your percent compliance in the performance block for metric 1.1.

**Step 6** Find the corresponding “score” (0-10) and enter it in the “score” block for this metric.

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**ITT PROGRAM  
STANDARDS AND METRICS  
PERSONNEL**

**METRIC 1.2**

**Percent Compliance With Staff Qualification Standards**

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**PURPOSE  
OF THIS  
METRIC**

To measure the qualifications of the ITT staff as compared to the standards established for each position.

**REFERENCES/  
SOURCES**

- BUPERSINST 1710.11C, Operation of Morale, Welfare and Recreation (MWR) Programs.
- BUPERSINST 5300.10, Personnel manual for Nonappropriated Fund Instrumentalities.

**NOTES**

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## **QUALIFICATION STANDARDS FOR ITT POSITIONS**

ITT positions will be staffed with persons who are appropriately qualified for the duties they perform. Positions will be staffed with persons who have the following minimum qualifications.

### **ITT Manager**

**1.2.1** Bachelors degree in Recreation, Tourism or related field.

### **Recreation Assistant**

**1.2.2** Associates Degree in related field or 2 years related experience.

### **Recreation Aid**

**1.2.3** High School diploma or equivalent.

### **Driver**

**1.2.4** High School diploma or equivalent, and current driver's license/certifications in compliance with local, state, country and federal government laws.

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**Percent Compliance With Staff Qualification Standards**

**Score Sheet  
ITT  
Metric 1.2**

**Step 1** Find the staffing standard that applies to your installation.

<b>A. Jumbo (&gt;30,000)</b>			<b>A</b>
<b>Step 2</b>	Circle the number in column (A) that applies to your program for each position. (If the position meets the standard, circle the number.)	<b>Applicable Standards</b>	<b>Meet Standard</b>
1	ITT Manager, Supervisory Recreation Specialist (GS-9/11; NF-4).	1.2.1	1
1	Recreation Assistant/ Recreation Specialist (GS-5/7; NF-3).	1.2.2	1
1	Recreation Assistant RTV Driver (GS4/5; NF2).	1.2.2	1
All	FTE – Recreation Aides (GS-2/NF-1).	1.2.3	1
<b>Step 3</b> Add the circled numbers and enter total.			

**Step 4** Compute your percent compliance:

$$A \div 4 \times 100 = \% \text{ Compliance}$$

Your % Compliance

**Step 5** Enter your percent compliance in the performance block for metric 1.2.

**Step 6** Find the corresponding “score” (0-10) and enter it in the “score” block for this metric.

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## Percent Compliance With Staff Qualification Standards

**Step 1** Find the staffing standard that applies to your installation.

B. Extra Large (>14,000)		A
<b>Step 2</b>	Circle the number in column (A) that applies to your program for each position. (If the position meets the standard, circle the number.)	Applicable Standard
1	ITT Manager, Supervisory Recreation Specialist (GS-7/9; NF-4).	1.2.1
1	Recreation Assistant/ Recreation Specialist (GS-5/7; NF-3).	1.2.2
All	FTE – Recreation Aides (GS-2/NF-1).	1.2.3
<b>Step 3</b> Add the circled numbers and enter total.		

**Step 4** Compute your percent compliance:

$$A \div 3 \times 100 = \% \text{ Compliance}$$

Your % Compliance

**Step 5** Enter your percent compliance in the performance block for metric 1.2.

**Step 6** Find the corresponding “score” (0-10) and enter it in the “score” block for this metric.

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## Percent Compliance With Staff Qualification Standards

**Step 1** Find the staffing standard that applies to your installation.

C. Large (7,001 - 14,000)			A
<b>Step 2</b> Circle the number in column (A) that applies to your program for each position. (If the position meets the standard, circle the number.)		Applicable standard	Meet Standard
1	ITT Manager, Supervisory Recreation Specialist (GS-7/9; NF-4).	1.2.1	1
1	Recreation Assistant/ Recreation Specialist (GS-5/7; NF-3).	1.2.2	1
All	FTE – Recreation Aides (GS-2/NF-1).	1.2.3	1
<b>Step 3</b> Add the circled numbers and enter total.			

**Step 4** Compute your percent compliance:

$$A \div 3 \times 100 = \% \text{ Compliance}$$

Your % Compliance

**Step 5** Enter your percent compliance in the performance block for metric 1.2.

**Step 6** Find the corresponding “score” (0-10) and enter it in the “score” block for this metric.

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## Percent Compliance With Staff Qualification Standards

**Step 1** Find the staffing standard that applies to your installation.

D. Medium Installation (3,001 - 7,000)			A
Step 2 Circle the number in column (A) that applies to your program for each position. (If the position meets the standard, circle the number.)		Applicable Standard	Meet Standard
1	ITT Manager, Recreation Specialist (GS 5-7/; NF-3).	1.2.1	1
1	Recreation Assistant (GS 4/5; NF-2).	1.2.2	1
All	Recreation Aides (GS-2/3; NF-1).	1.2.3	1
Step 3 Add the circled numbers and enter total.			

**Step 4** Compute your percent compliance:

$$A \div 3 \times 100 = \% \text{ Compliance}$$

Your % Compliance

**Step 5** Enter your percent compliance in the performance block for metric 1.2.

**Step 6** Find the corresponding “score” (0-10) and enter it in the “score” block for this metric.

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## Percent Compliance With Staff Qualification Standards

**Step 1** Find the staffing standard that applies to your installation.

E. Small Installation (501 - 3,000)		A
Step 2	Circle the number in column (A) that applies to your program for each position. (If the position meets the standard, circle the number.)	Applicable Standard
1	ITT Manager, Recreation Specialist (GS-5/7; NF-3).	1.2.1
All	Recreation Aides (GS-2/3; NF-1).	1.2.3

**Step 3** Add the circled numbers and enter total.

**Step 4** Compute your percent compliance:

$$A \div 2 \times 100 = \% \text{ Compliance}$$

Your % Compliance

**Step 5** Enter your percent compliance in the performance block for metric 1.2.

**Step 6** Find the corresponding “score” (0-10) and enter it in the “score” block for this metric.

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## Percent Compliance With Staff Qualification Standards

**Step 1** Find the staffing standard that applies to your installation.

F. Extra Small Installation (<500)			A
<b>Step 2</b> Circle the number in column (A) that applies to your program for each position. (If the position meets the standard, circle the number.)		Applicable Standard	Meet Standard
1	ITT Manager, Supervisory Recreation Specialist (GS-5/7; NF-3).	1.2.1	1
All	Recreation Aides (GS-2/3; NF-1).	1.2.3	1

**Step 3** Add the circled numbers and enter total.

**Step 4** Compute your percent compliance:

$$A \div 2 \times 100 = \% \text{ Compliance}$$

Your % Compliance

**Step 5** Enter your percent compliance in the performance block for metric 1.1.

**Step 6** Find the corresponding “score” (0-10) and enter it in the “score” block for this metric.

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**ITT PROGRAM  
STANDARDS AND METRICS  
PERSONNEL**

**METRIC 1.3**

**Percent Compliance With Training Standards**

---

**PURPOSE  
OF THIS  
METRIC**

To measure the training completed by the personnel employed in the program as compared to training required for each position.

**REFERENCES/  
SOURCES**

- BUPERSINST 1710.11C, Operation of Morale, Welfare and Recreation (MWR) Programs.
- BUPERSINST 5300.10, Personnel Manual for Nonappropriated Fund Instrumentalities.

**NOTES**

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**Standards**

- 1.3.1** All employees who have been employed for 90 days or more have completed the local base indoctrination program.
- 1.3.2** All employees who have been employed for 90 days or more have completed the Star Service: Achieving Extraordinary Customer Relations (AECR) Course.
- 1.3.3** Supervisors who have been employed for 18 months or more have completed the Coaching for Extraordinary Service (CfES) course.
- 1.3.4** Managers attend biennial ITT professional development training.
- 1.3.5** Managers and supervisors who have been employed for 12 months or more have attended MWR Managers Course.
- 1.3.6** Managers and supervisors who have been employed for 18 months or more have attended the Leadership Skills for Managers (LSFM) Course.
- 1.3.7** Service providers who sell or plan local attraction tours attend a local familiarization quarterly.
- 1.3.8** Service providers receive a product orientation on all new products offered through ITT prior to offering to customers.
- 1.3.9** At least one service provider per site has completed initial CLIA cruise training certification (if selling cruises). (Certified CLIA seller has trained the remainder of the site staff.)

- 1.3.10** Service providers attend annual Vendor Fairs and/or smaller scale information expositions to stay current on products and services being sold.
- 1.3.11** Service providers have been trained in cash handling procedures.
- 1.3.12** All employees (and volunteers) who have been employed for 90 days or more have completed training/certification in the following:
- ☐ CPR/First Aid.
  - ☐ Local emergency procedures (e.g., who to call, authorized emergency expenditures).

**Score Sheet  
ITT  
Metric 1.3**

**Step 1**      Circle the number in column (A) that applies to your program.

		<b>A</b>
<b>Standards</b>		<b>Meet Standard</b>
1.3.1	All employees who have been employed for 90 days or more have completed the local base indoctrination program.	1
1.3.2	All employees who have been employed for 90 days or more have completed the Star Service: Achieving Extraordinary Customer Relations (AECR) Course.	2
1.3.3	Supervisors who have been employed for 18 months or more have completed the Coaching for Extraordinary Service (CfES) course.	2
1.3.4	Managers attend biennial ITT professional development training.	1
1.3.5	Managers and supervisors who have been employed for 12 months or more have attended MWR Managers Course.	1
1.3.6	Managers and supervisors who have been employed for 18 months or more have attended the Leadership Skills for Managers (LSFM) Course.	2
1.3.7	Service providers who sell or plan local attraction tours attend a local familiarization quarterly.	1
1.3.8	Service providers receive a product orientation on all new products offered through ITT prior to offering to customers.	1
1.3.9	At least one service provider per site has completed initial CLIA cruise training certification (if selling cruises). (Certified CLIA seller has trained the remainder of the site staff.)	1
1.3.10	Service providers attend annual Vendor Fairs and/or smaller scale information expositions to stay current on products and services being sold.	1
1.3.11	Service providers have been trained in cash handling procedures.	1
1.3.12	All employees (and volunteers) who have been employed for 90 days or more have completed CPR/First Aid and local emergency procedure training.	1

**Step 2**      Add the circled numbers and enter total.

**Step 3**      Compute your percent compliance:

$$A \div 15 \times 100 = \% \text{ Compliance}$$

Your % Compliance

**Step 5**      Enter your percent compliance in the performance block for metric 1.3.

**Step 6**      Find the corresponding “score” (0-10) and enter it in the “score” block for this metric.

---

**ITT PROGRAM  
STANDARDS AND METRICS  
FACILITY**

**METRIC 2.1**

**Percent Square Footage Requirements Met**

---

**PURPOSE  
OF THIS  
METRIC**

To measure the actual square footage of the program's facilities as compared to the square footage required.

**REFERENCES/  
SOURCES**

- 
- NAVFAC P-80.
- 

**NOTES**

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**2.1.1** ITT program offices will be sized in accordance with the chart shown below.

<b>Installation Size</b>	<b>Square Foot Requirement</b>
A. Jumbo	1300 Sq. ft. (Administrative office)
B. Extra large	1100 Sq. ft. (Total combined offices)
C. Large	840 Sq. ft. (Total combined offices)
D. Medium	500 Sq. ft.
E. Small	300 Sq. ft.
F. Extra Small	200 Sq. ft.

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**Score Sheet**  
**ITT**  
**Metric 2.1**

**Step 1** Find the facility standard for your installation

<b>A. Jumbo</b>	<b>A Total Sq. Ft.</b>	<b>B % Compliance</b>	<b>C Score</b>
	>1300	100	10
	1300	90	9
	1200	80	8
	1100	70	7
	1000	60	6
	900	50	5
	800	40	4
	700	30	3
	600	20	2
	500	10	1
	<500	0	0

<b>B. Extra Large</b>	<b>A Total Sq. Ft</b>	<b>B % Compliance</b>	<b>C Score</b>
	>1,100	100	10
	1100	90	9
	900	80	8
	800	70	7
	700	60	6
	600	50	5
	500	40	4
	400	30	3
	300	20	2
	200	10	1
	100	0	0

**ITT Program  
Standards and Metrics**

---

<b>C. Large</b>	<b>A Total Sq. Ft</b>	<b>B % Compliance</b>	<b>C Score</b>
	>840	100	10
	840	90	9
	780	80	8
	700	70	7
	620	60	6
	540	50	5
	460	40	4
	380	30	3
	300	20	2
	220	10	1
	180	0	0
	100		

<b>D. Medium Installation</b>	<b>A Total Sq. Ft</b>	<b>B % Compliance</b>	<b>C Score</b>
	>500	100	10
	500	90	9
	450	80	8
	400	70	7
	350	60	6
	300	50	5
	250	40	4
	200	30	3
	150	20	2
	100	10	1
	50	0	0

**Percent Square Footage Requirements Met**

---

<b>E. Small Installation</b>	<b>A Total Sq. Ft</b>	<b>B % Compliance</b>	<b>C Score</b>
	>300	100	10
	300	90	9
	270	80	8
	240	70	7
	210	60	6
	180	50	5
	150	40	4
	120	30	3
	90	20	2
	60	10	1
	30	0	0

<b>F. Extra Small Installation</b>	<b>A Total Sq. Ft</b>	<b>B % Compliance</b>	<b>C Score</b>
	>200	100	10
	200	90	9
	180	80	8
	160	70	7
	140	60	6
	120	50	5
	100	40	4
	80	30	3
	60	20	2
	40	10	1
	20	0	0

- Step 2** Find the total square footage of your facility (column A) in the chart for your size installation.
- Step 3** Read scores straight across from square footage number on the standard for your installation. Place the appropriate % compliance from column B in the “performance” block for metric 2.1.
- Step 4** Place the score from column C in the “score” block for metric 2.1.

---

**ITT PROGRAM  
STANDARDS AND METRICS  
FACILITY**

**METRIC 2.2**

**Percent Qualitative Facility Elements Met**

---

**PURPOSE  
OF THIS  
METRIC**

To measure the percent of facility quality elements in place compared to those required by ITT program standards.

**REFERENCES  
SOURCES**

Best judgement of Navy ITT professionals and the travel industry.

**NOTES**

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**2.2.1** Office is designed in accordance with MWR franchise pre-designed package.

**2.2.2** ITT exterior facility signage is readable to customers from at least 200'.

**ITT Offices/facilities will contain the following areas:**

**2.2.3** Standup service counter that provides clear line of sight between customer and service provider.

**2.2.4** Customer seating/resource area.

**2.2.5** Separate office for ITT Manager.

**2.2.6** Children's lounge area (recommended for regional and large bases only).

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**Score Sheet**  
**ITT**  
**Metric 2.2**

**Step 1** Circle the number in column (A) that applies to your program.

	<b>A</b>
<b>Standards</b>	<b>Meet Standard</b>
2.2.1 Office is designed in accordance with MWR franchise pre-designed package	2
2.2.2 ITT exterior facility signage is readable to customers from at least 200'	2
2.2.3 Standup service counter	1
2.2.4 Customer seating/resource area	1
2.2.5 Separate office for ITT Manager	1
2.2.6 Children's lounge area (recommended for regional and large bases only)	0
<b>Step 2</b> Add the circled numbers and enter total.	

**Step 3** Compute your percent compliance:

$$A \div 7 \times 100 = \% \text{ Compliance}$$

Your % Compliance

**Step 4** Enter your percent compliance in the performance block for metric 2.2.

**Step 5** Find the corresponding "score" (0-10) and enter it in the "score" block for this metric.

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## ITT PROGRAM STANDARDS AND METRICS PROGRAMMING

### METRIC 3.1

#### Percent of Tour Program Elements in Compliance With Standards

---

##### PURPOSE OF THIS METRIC

To determine the percentage of required tour program elements this ITT operation complies with.

##### REFERENCES/ SOURCES

- BUPERSINST 1710.11C, Operation of Morale Welfare and Recreation (MWR) Programs.
- BUPERSINST 5890.1, Bureau of Naval Personnel Risk Management Manual for Navy Morale, Welfare and Recreation Nonappropriated Fund Activities.
- DON MWR Master Plan.

##### NOTES

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**Percent of Tour Program Elements in Compliance With Standards**

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- 3.1.1** A tour program should offer at least:
- Two day trips per week.
  - One extended trip per month (over nighters).
- 3.1.2** A volunteer tour guide program is established in accordance with Risk Management Manual to include:
- Volunteer records on file at MWR Administrative Office.
  - Signed Hold Harmless agreement for each volunteer.
- 3.1.3** Tour guides/escorts for day and extended tours are licensed where required by a local state/country agency or have experience in providing tour/escort services.
- 3.1.4** Tours adhere to the following escort/guide to customer ratio:
- Day tours: 1 escort/guide to 50 customers.
  - Extended tours (e.g., overnights): 1 escort/guide to 30 customers
- 3.1.5** The following information is disseminated to each customer prior to the tour:
- A customer emergency information form to include name and at least one local emergency contact, is completed by the customer and kept by the tour escort and on file in the ITT office.
  - Pre-tour brief with a step-by-step documented tour itinerary.
  - Cancellation policy.
  - Cost and any additional fees required of customer during the tour.
  - Hold Harmless Agreement Disclaimer (see Risk Management Manual).
  - Documentation requirements (e.g., Passport, Visa).

- 3.1.6**        The following is disseminated to each driver and/or guide/escort prior to a tour:
- Travel orders (required for all trips and FAMs).
  - MWR Emergency procedures.
  - Vehicle accident kits.
  - Directions to event/maps for driver/ alternative routes.
  - Risk Management plan (e.g., closest hospital, alternate plan).
  - Authorized emergency expenditures/ procedures.
  - Tour manifest.
  - Tour itinerary (include optional tours).
  - Customer's emergency information forms.
  - Customer feedback cards.
  - Cell phone.
- 3.1.7**        Tour pricing and After Action Report are documented for each tour/event.
- 3.1.8**        Tour vehicles are comparable in safety and comfort to industry standards and are proactively maintained to minimize risks.
- 3.1.9**        Government owned tour vehicles meet NHTSB requirements.

- 3.1.10** Tour vehicles are equipped with the following support and safety equipment:
- ☐ First aid kit.
  - ☐ Fire extinguishers.
  - ☐ Road safety equipment (e.g., flares, chains, hazard warning triangles, shovel, water).
  - ☐ Cell phone (Driver/escort should carry cell phone at all times).
  - ☐ Emergency tool kit.
  - ☐ Operational spare tires, jack and lug wrench.
- 3.1.11** Tour vehicles are equipped with working air conditioning, heat and radio for customer comfort.
- 3.1.12** SOPs are in place for drivers to pay for fuel, toll/parking and other purchases (credit cards, fuel farm, etc.)
- 3.1.13** Tour drivers possess current driver's license/certifications in compliance w/local, state, country and federal government laws.
- 3.1.14** ITT professionals collaborate with and provide support to other MWR program managers (Liberty, Outdoor Rec, Fleet, Youth) with tour planning, ticket procurement and vehicle logistics.

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**Percent of Tour Program Elements in Compliance With Standards**

**Score Sheet  
ITT  
Metric 3.1**

**Step 1**      Circle the number in column (A) that applies to your program.

	<b>A</b>
<b>Standards</b>	<b>Meet Standard</b>
3.1.1    Tour program offerings.	2
3.1.2    Volunteer tour guide program.	1
3.1.3    Tour guides licensed.	1
3.1.4    Tour guide to customer ratio met.	1
3.1.5    Tour information disseminated to customers.	1
3.1.6    Tour information/equipment disseminated to drivers and guides.	2
3.1.7    Tour pricing and After Action Report.	2
3.1.8    Tour vehicles conform to industry standards.	1
3.1.9    Government tour vehicles meet NHTSB requirements.	1
3.1.10   Tour vehicles have safety equipment.	2
3.1.11   Tour vehicles have customer comfort equipment.	2
3.1.12   SOPs in place.	1
3.1.13   Tour drivers licensed.	1
3.1.14   ITT professionals collaborate/support other MWR program managers.	1
<b>Step 2</b> Add the circled numbers and enter total.	

**Step 3**      Compute your percent compliance:

$$A \div 19 \times 100 = \% \text{ Compliance}$$

Your % Compliance

**Step 4**      Enter your percent compliance in the performance block for metric 3.1.

**Step 5**      Find the corresponding “score” (0-10) and enter it in the “score” block for this metric.

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## ITT PROGRAM STANDARDS AND METRICS PROGRAMMING

### METRIC 3.2

#### Percent Information Elements in Compliance With Standards

---

##### PURPOSE OF THIS METRIC

To determine the percentage of required information elements this ITT operation complies with.

##### REFERENCES/ SOURCES

- BUPERSINST 1710.11C, Operation of Morale, Welfare and Recreation (MWR) Programs.
- Navy MWR ITT Program Guidelines.

##### NOTES

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**Standards**

**Office is equipped with a resource library available to customers. Materials are current and include, but not limited to:**

- 3.2.1** Navy Installation welcome aboard packages.
- 3.2.2** Fleet and Family Support Center office information.
- 3.2.3** Navy Lodge and BQ lodging information.
- 3.2.4** MWR base/regional special events.
- 3.2.5** Local community (city/county/region) activities.
- 3.2.6** Resource travel books and maps.
- 3.2.7** Local attraction information and driving directions.
- 3.2.8** Suggested trip itineraries with self guided tour sheets.
- 3.2.9** Base map with building and telephone numbers (e.g. for MWR facilities PWC, CO's office, air terminal, BQ, credit union, ATMs).
- 3.2.10** Phone numbers for ITT operations world wide.
- 3.2.11** Local commercial car rental, restaurant, taxi, and hotel information.

- 3.2.12**      ITT has a web page that complies with local and Navy IT policy.
- 3.2.13**      ITT web page is updated monthly and includes tour schedules and tickets available.

**Percent Information Elements in Compliance With Standards**

**Score Sheet  
ITT  
Metric 3.2**

**Step 1**      Circle the number in column (A) that applies to your program.

	<b>A</b>
<b>Standards</b>	<b>Meet Standard</b>
<b>Resource Library Includes</b>	
3.2.1    Welcome aboard packages.	1
3.2.2    Fleet and Family Support Center office information.	1
3.2.3    Navy Lodge and BQ lodging information.	1
3.2.4    MWR base/regional special events.	2
3.2.5    Local community (city/county/region) activities.	1
3.2.6    Resource travel books and maps.	1
3.2.7    Local attraction information and driving directions.	1
3.2.8    Trip itineraries.	1
3.2.9    Base maps.	2
3.2.10   ITT phone numbers.	1
3.2.11   Local information.	1
3.2.12   Compliant ITT web page.	2
3.2.13   Current web page.	2

**Step 2**      Add the circled numbers in each column and enter total.

--

**Step 3**      Compute your percent compliance:

$$A \div 17 \times 100 = \% \text{ Compliance}$$

--

Your % Compliance

**Step 4** Enter your percent compliance in the performance block for metric 3.2.

**Step 5** Find the corresponding “score” (0-10) and enter it in the “score” block for this metric.



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## ITT PROGRAM STANDARDS AND METRICS PROGRAMMING

### METRIC 3.3

#### Percent of Leisure Travel Elements in Compliance With Standards

---

##### PURPOSE OF THIS METRIC

To determine the percentage of required leisure travel elements this ITT operation complies with.

##### REFERENCES/ SOURCES

- Cruise Line International Association (CLIA) Cruise Counselor Accreditation Program Guidelines.
- DON MWR Master Plan.

##### NOTES

ITT core program elements ensure a safe, consistent, quality experience at perceived value price.

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## **Percent of Leisure Travel Elements in Compliance With Standards**

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### **Standards**

- 3.3.1** Office hosts an annual vendor fair by base or region.
- 3.3.2** On-line travel agent set-up in the ITT office for patron use.
- 3.3.3** Non-air products offered (hotels, rental cars, and cruises).
- 3.3.4** Hotels are offered through the joint service central consolidated programs.
- 3.3.5** Leisure travel services are provided either through on-base services or an off-base travel agency.
- 3.3.6** Anyone selling cruises meets the CLIA guidelines for training.
- 3.3.7** Package tours are offered.
- 3.3.8** The office is affiliated with CLIA and in good standing.

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**Percent of Leisure Travel Elements in Compliance With Standards**

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**Score Sheet  
ITT  
Metric 3.3**

**Step 1**      Circle the number in column (A) that applies to your program.

	<b>A</b>
<b>Standards</b>	<b>Meet Standard</b>
3.3.1    Annual vendor fair.	3
3.3.2    On-line travel agent.	1
3.3.3    Non-air products offered.	1
3.3.4    Hotels offered through consolidated programs.	1
3.3.5    Leisure travel services.	1
3.3.6    Use CLIA guidelines.	1
3.3.7    Package tours offered.	1
3.3.8    CLIA affiliation.	1
<b>Step 2</b> Add the circled numbers and enter total.	

**Step 3**      Compute your percent compliance:

$$A \div 10 \times 100 = \% \text{ Compliance}$$

Your % Compliance

**Step 4**      Enter your percent compliance in the performance block for metric 3.3.

**Step 5**      Find the corresponding “score” (0-10) and enter it in the “score” block for this metric.

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## ITT PROGRAM STANDARDS AND METRICS PROGRAMMING

### METRIC 3.4

#### Percent of Entertainment Ticket Elements in Compliance With Standards

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##### PURPOSE OF THIS METRIC

To determine the percentage of required entertainment ticket program elements this ITT operation complies with.

##### REFERENCES/ SOURCES

- BUPERSINST 1710.11C, Operation of Morale, Welfare and Recreation (MWR) Programs.
- DON MWR Master Plan.

##### NOTES

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## **Percent of Entertainment Ticket Elements in Compliance With Standards**

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### **Standards**

- 3.4.1** A ticket inventory is conducted monthly and reconciled with the perpetual ticket inventory.
- 3.4.2** Monthly ticket sales are tracked by vendor, ticket type, dollar value and volume.
- 3.4.3** Tickets are available for on-base/regional functions (e.g., Navy Ball, airshows, etc.).
- 3.4.4** Regional contracts are used to procure regional attraction tickets.
- 3.4.5** Registration/sign-up or information is available for MWR sponsored programs and events.
- 3.4.6** National attraction tickets are procured through the joint service ticket programs.
- 3.4.7** Tickets are offered for off-base, frequently attended local or regional attractions.
- 3.4.8** Ship subsidy program vouchers are distributed and redeemed.

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**Percent of Entertainment Ticket Elements in Compliance With Standards**

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**Score Sheet  
ITT  
Metric 3.4**

**Step 1**      Circle the number in column (A) that applies to your program.

	<b>A</b>
<b>Standards</b>	<b>Meet Standard</b>
3.4.1    Ticket inventory.	2
3.4.2    Ticket sales tracked.	2
3.4.3    Tickets for on-base/regional events.	1
3.4.4    Regional contracts.	1
3.4.5    Registration for MWR events.	1
3.4.6    National attraction tickets.	2
3.4.7    Off-base local, regional attractions.	1
3.4.8    Ship subsidy vouchers.	1
<b>Step 2</b> Add the circled numbers and enter total	

**Step 3**      Compute your percent compliance:

$$A \div 11 \times 100 = \% \text{ Compliance}$$

Your % Compliance

**Step 4**      Enter your percent compliance in the performance block for metric 3.4.

**Step 5**      Find the corresponding “score” (0-10) and enter it in the “score” block for this metric.

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---

## ITT PROGRAM STANDARDS AND METRICS PROGRAMMING

### METRIC 3.5

#### Percent of Marketing Elements in Compliance With Standards

---

##### PURPOSE OF THIS METRIC

To determine the percentage of required marketing elements this ITT operation complies with.

---

##### REFERENCES/ SOURCES

- Navy Personnel Command MWR Marketing Managers' Desk Reference.

---

##### NOTES

ITT office must have a structured program in place to regularly and systematically collect customer feedback and satisfaction measurements.

---

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- 3.5.1** The image and theme of the ITT facility is consistent with the products and services offered.
- 3.5.2** Signs identifying ITT (e.g. sign boards, marquees, or electronic message boards) are readable from adjacent roads.
- 3.5.3** Interior space floor plan follows the functions of the ITT and is attractively displayed.
- 3.5.4** Current approved prices, policies, and procedures are posted at the facility in a highly visible but attractive and unobtrusive way.
- 3.5.5** There are no torn, taped, negative, handwritten, or outdated signs in the customer service areas.
- 3.5.6** All customer entrances to the building have the hours of operation clearly posted.
- 3.5.7** At least seven of the following advertising media are used:
- Base/regional military newspaper.
  - Local community newspaper.
  - Posters.
  - Banners.
  - Flyers or calendars.
  - Radio.
  - Television or in-house video.
  - Plan of the Day.
  - Sign boards, marquees, or electronic message boards.
  - Web site.
  - E-mail.
  - Direct mail.
  - Staff has business cards.

- 3.5.8** Brochures describing ITT services offered are required. The required elements for each brochure are:
- Current, up-to-date information.
  - Uncluttered and easily readable.
  - Facilities name.
  - Facilities address.
  - Directions to the facility.
  - Facilities phone number.
  - Hours of operation.
  - Patron eligibility for the use of services.
- 3.5.9** For brochures describing trips, instruction, and competitions add:
- Name of activity offered.
  - Photographs of prior trips, classes, or events.
  - Dates, time, and duration of activity.
  - Purpose, benefit, or goal of the activity.
  - Required pre-requisites of potential clients.
  - Activity registration dates.
  - The cost to participate in the activity.
- 3.5.10** At least one customer focus group interview and an all-hands survey are conducted annually.
- 3.5.11** All ITT staff are informed of and have basic knowledge of all programs, trips, classes, clinics, events, and competitions offered by the MWR Department.
- 3.5.12** Participation records, customer comment cards, surveys, focus group interviews, and other market research methods are used and evaluated on an on-going basis to assess the overall quality and effectiveness of ITT.



**3.5.13** ITT Manager or staff makes a personal contact with a representative of each fleet and shore command served at least semi-annually.

**3.5.14** ITT program has a written marketing plan, which includes, at a minimum:

- professional image.
- identity.
- logo.
- use of flyers, specials.
- use of media (TV/radio).
- print media.
- point of purchase materials.

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---

**Percent of Marketing Elements in Compliance With Standards**

---

**Score Sheet  
ITT  
Metric 3.5**

**Step 1**      Circle the number in column A that applies to your program for each standard.

	A
Standards	Meet Standard
3.5.1      ITT facility theme.	1
3.5.2      ITT exterior signs.	1
3.5.3      Interior floor space.	1
3.5.4      Prices posted.	1
3.5.5      Customer service area signs.	1
3.5.6      Customer entrances.	1
3.5.7      Seven advertising media.	1
3.5.8      Brochures.	1
3.5.9      Additional brochure information.	1
3.5.10     Customer focus group.	1
3.5.11     ITT staff informed.	1
3.5.12     Market research evaluated.	1
3.5.13     Personal contacts.	1
3.5.14     Marketing plan.	1

**Step 2**      Add the circled numbers and enter total.

**Step 3**      Compute your percent compliance:

$$A \div 14 \times 100 = \% \text{ Compliance}$$

Your % Compliance

**Step 4** Enter your percent compliance in the performance block for metric 3.5.

**Step 5** Find the corresponding “score” (0-10) and enter it in the “score” block for this metric.

---

## ITT PROGRAM STANDARDS AND METRICS EQUIPMENT

### METRIC 4.1

#### Percent of Equipment On-Hand That Meets Quality Standards

---

##### PURPOSE OF THIS METRIC

To determine the percentage of equipment on-hand that complies with the prescribed quality standards for ITT programs.

##### REFERENCES/ SOURCES

- BUPERSINST 1710.11C, Operation of Morale, Welfare and Recreation (MWR) Programs.
- DON MWR Master Plan.

##### NOTES

ITT Offices are designed in accordance with MWR pre-designed package based on volume, type of operation, adequate space, lighting, ventilation, etc. Each franchise concept will include furniture, fixtures, carpet, fabric, tile, wall coverings, paint, counter surfacing, lighting, paint colors, laminate, etc. While the equipment package is not mandatory, the elements that are included are required. Each ITT office must have these elements whether or not the equipment package is utilized. Activities choosing to use the franchise concept will have the following elements to choose from.

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## **DEFINITIONS**

### **Slat wall brochure display area**

One of the biggest challenges of the ITT operation is display space that is aesthetically pleasing without creating the look of clutter. Slat wall with the use of acrylic fixtures allows this to be possible.

### **TV/VCR/DVD/CD system**

This concept would allow the activity to show attraction videos to customers as well as looped slide presentations to advertise special MWR promotions in the office.

### **Take a number system**

This would allow the customer to browse the office while waiting to purchase any tickets or tours they are looking for.

### **Tour desk**

This area would be handicap accessible and allow a small group to come in and get individual or group guidance on a local tour program across the counter while sitting comfortably.

### **Service Counter**

### **Sunken computer for point of sale**

Ticket drawers that are removable and can be moved directly into a safe without consolidating. Lots of space for registration books, receipts, fax machine, photocopier, ticketmaster system, etc. The counter would be standing level to keep the traffic flow moving so patrons don't sit and chat for long periods of time.

**DEFINITIONS  
(cont.)**

**Back office for the ITT Manager**

Location for the safe.

Computer.

**Free standing brochure racks made of slat wall**

This will have internal storage to store the brochures in the rack that are displayed on the rack and will be moveable for re-configuration as needed.

**On-line travel agent kiosks**

Internet kiosks for patron use to book leisure travel air tickets or to research attraction details.

---



**Standards**

**Each ITT office will have the following equipment for customer and staff support:**

- 4.1.1**        A minimum of one updated computer, with on-line access to email and internet, use by ITT staff.
- 4.1.2**        Easy access to a printer, copier and fax machine during operating hours.
- 4.1.3**        A compartment safe and each cashier is assigned a designated drawer.
- 4.1.4**        Telephones with access to commercial long distance, DSN and an automated answering system.  
  
A pre-packaged equipment/design package is available for ITT offices. While the equipment package is not mandatory, the elements that are included are required. Each ITT office must have these elements whether or not the equipment package is utilized. Each item is more clearly defined in the notes section for this metric.
- 4.1.5**        Slat Wall Brochure Display.
- 4.1.6**        TV/VCR/DVD/CD system.
- 4.1.7**        Back Desk system.
- 4.1.8**        Accent lighting.
- 4.1.9**        Free standing brochure racks that coordinate with office décor/franchise concept.

**4.1.10**      On-line travel agent kiosks or contracted travel agency services.

**4.1.11**      Tour desk.

**4.1.12**      Recreation Ticket Vehicle (applies to Jumbo sites only).

---

**Percent of Equipment On-Hand That Meets Quality Standards**

---

**Score Sheet  
ITT  
Metric 4.1**

**Step 1**      Circle the number in column (A) that applies to your program for each standard.

	A
Standards	Meet Standard
4.1.1    ITT staff computer.	3
4.1.2    Easy access to printer.	1
4.1.3    Compartment safe.	1
4.1.4    Telephones.	2
4.1.5    Slat Wall Brochure Display.	2
4.1.6    TV/VCR/DVD/CD system.	1
4.1.7    Back Desk system.	1
4.1.8    Accent lighting.	1
4.1.9    Free standing brochure racks.	1
4.1.10   On-line travel agent kiosks.	3
4.1.11   Tour desk.	1
4.1.12   Recreation Ticket Vehicle (applies to Jumbo sites only).	1
<b>Step 2</b> Add the circled numbers and enter total.	

**Step 3**      Compute your percent compliance:

$$A \div 18 \times 100 = \% \text{ Compliance}$$

Your % Compliance

**Step 4** Enter your percent compliance in the performance block for metric 4.1.

**Step 5** Find the corresponding “score” (0-10) and enter it in the “score” block for this metric.

---

**ITT PROGRAM  
STANDARDS AND METRICS  
EQUIPMENT**

**METRIC 4.2**

**Percent of Equipment Replaced Annually Due to Life-Cycle Requirements**

---

**PURPOSE  
OF THIS  
METRIC**

To determine the percentage of equipment routinely replaced due to lifecycle requirements.

**REFERENCES/  
SOURCES**

- MWR IPT Program Support Group recommended business practice.

**NOTES**

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## **Percent of Equipment Replaced Annually Due to Life-Cycle Requirements**

---

### **Standards**

**4.2.1**        At least 20% of the total value of ITT equipment is replaced annually.

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---

**Percent of Equipment Replaced Annually Due to Life-Cycle Requirements**

---

**Score Sheet  
ITT  
Metric 4.2**

**Step 1** Find your percent of annual replacement.

<b>A</b>	<b>B</b>	<b>C</b>
Total Value Of ITT Equipment.	Total APFs Spent Annually On ITT Equipment Replacement.	% of Equipment Replaced Annually ( $B \div A \times 100$ ).

**Step 2** Using the percentage computed in column C above, find percent compliance.

<b>% of Equipment Replaced Annually (from C above)</b>	<b>Your Percent Compliance</b>	<b>Your Score</b>
>20	100	10
18-20	90	9
16-17.9	80	8
14-15.9	70	7
12-13.9	60	6
10-11.9	50	5
8-9.9	40	4
6-7.9	30	3
4-5.9	20	2
2-3.9	10	1
<2	0	0

**Step 3** Enter your percent of compliance in the performance block for metric 4.2.

**Step 4** Find the corresponding “score” at put it in the “score” block for this metric.

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---

**ITT PROGRAM  
STANDARDS AND METRICS  
ADMINISTRATION**

**METRIC 5.1**

**Percent Administrative Requirements Met**

---

**PURPOSE  
OF THIS  
METRIC**

To determine the percent of administrative requirements this ITT operation complies with.

**REFERENCES/  
SOURCES**

- BUPERSINST 1710.11C, Operation of Morale, Welfare and Recreation (MWR) Programs.
- DON MWR Master Plan.

**NOTES**

ITT operation has a written, annually budgeted for marketing plan that supports core program elements.

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**Standards**

- 5.1.1** Service providers are well-groomed and in clean attire. Components of proper attire include a staff shirt and/or nametag.
- 5.1.2** Employee recognition programs are developed or current MWR employee recognition programs are utilized.
- 5.1.3** All ITT staff have had local background check prior to handling assets.
- 5.1.4** Income and expenses are recorded in accordance with current Navy chart of accounts.
- 5.1.5** ITT office has a local SOP to implement the FAM tour/trip guidance outlined in BUPERSINST 1710.11C.
- 5.1.6** Customer interaction standards are written, visible to employees, included in position description and utilized in annual evaluations. These standards include:
- Acknowledging customer immediately.
  - Speaking to customer with a cheerful tone of voice and smile.
  - Using customer's name (when known).
  - Using polite words like "please" and "thank you".
  - Listening to determine customer's needs.
  - Giving full attention to what customer is saying.
  - Taking ownership for customer complaints by expressing concern, sorting out the situation, apologizing assuring and following up to correct the mistake.

- Doing what is best for the customer to the level of empowerment authorized by the organization.
- Solving problems and handling situations whenever possible so that manager does not need to be called upon.
- Presenting policy without using the word “policy” and in a way a customer can accept.
- Taking initiative to ensure that a customer is helped even when employee cannot personally handle or fix the situation.
- Closing customer interaction with a “thank you” and an invitation to return.
- Answering telephone before the third ring.
- Providing customers assistance within the first 5 minutes of their visit to the ITT office.

**5.1.7** Manager provides NAF and APF budget input and documents budget variances.

**5.1.8** Surcharges do not exceed 5% on tickets or 10% on tours and non-air sales.

**5.1.9** Patron usage is tracked by sales, information requests, telephone calls and website hits.

**Score Sheet  
ITT  
Metric 5.1**

**Step 1**      Circle the number in column (A) that applies to your program for each standard.

	<b>A</b>
<b>Standards</b>	<b>Meet Standard</b>
5.1.1    Service providers are well groomed.	1
5.1.2    Employee recognition programs.	1
5.1.3    Local background checks.	1
5.1.4    Navy chart of accounts.	1
5.1.5    SOP on FAM trips.	1
5.1.6    Customer interaction standards.	1
5.1.7    Manager provides NAF/APF budget input.	1
5.1.8    Surcharges.	1
5.1.9    Patron usage tracked.	1
<b>Step 2</b> Add the circled numbers and enter total.	

**Step 3**      Compute your percent compliance:

$$A \div 9 \times 100 = \% \text{ Compliance}$$

Your % Compliance

**Step 4**      Enter your percent compliance in the performance block for metric 5.1.

**Step 5**      Find the corresponding “score” (0-10) and enter it in the “score” block for this metric.

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## ITT PROGRAM STANDARDS AND METRICS SECTION II

### CUSTOMER SATISFACTION

#### Survey Instructions

---

##### **PURPOSE OF THIS SECTION**

To describe how to calculate your Customer Satisfaction score.

---

##### **BACKGROUND**

In addition to assessing the five standards, you need to determine how satisfied your customers are with your programs and services. The following will provide you information on how to derive a customer satisfaction score for your program.

---

##### **INSTRUMENT**

The survey instrument (see page II - 7) that will be used in this process was developed by a group of researchers and it has been used extensively by the Parks and Recreation profession for over ten years. Further, this instrument has proven to be a reliable and valid measure of service quality. It measures service quality, which represents past transactions or experiences with services, events or activities. Delivering quality service means meeting customer expectations on a consistent basis.

---

##### **PROCEDURES**

To calculate your customer satisfaction score follow the steps mentioned below. This process is very similar to Duty 1.0 - Assess Needs in the MWR Managers Desk Reference. For further information, please refer to the checklist provided in Task 1.1 of the MWR Manager Desk Reference. A checklist is also provided for your use on page II - 5.

**PROCEDURES  
(cont.)**

**Step 1.** Determine method of collecting data. Data can be collected using pen and paper surveys, or through the use of some data collection software. You determine the most efficient way to collect your data. We will assume you will be using a traditional pen and paper method.

**Step 2.** Download survey instrument from website and customize for your use by inserting your program name.

**Step 3.** Determine the number of surveys to be collected. Only those users of your programs and services should participate in this process. Some of your users may complete more than one program survey if they are participating in a variety of MWR activities. Try to collect data from a representative cross-section of users to include active duty, spouses, dependents, civilians and retirees.

The following should be used as a guide to determine how many surveys should be completed.

AVERAGE NUMBER OF PARTICIPANTS PER MONTH	YOU NEED TO GATHER DATA FROM AT LEAST:
Below 200	All participants
200-299	160 participants
300-399	190 participants
400-499	212 participants
500-599	230 participants
600-699	245 participants
700-799	256 participants
800-899	267 participants
900-999	275 participants
1000 or more	300 participants

**Step 4.** Copy the appropriate number of surveys preferably on card stock so that customers can complete easily.

**PROCEDURES  
(cont.)**

**Step 5.** Randomly select dates and times for data collection. In order to collect data from a representative sample of your users, you should collect data on a variety of days and times, over a month period of time. Make sure you include some mornings, afternoons, evenings, weekdays, weekends, etc., to make sure your sample is representative of the total user group.

**Step 6.** Administer survey.

---

**ANALYSIS**

**Step 7.** Analyze data. Once all surveys have been collected, the following steps will enable you to derive a single customer satisfaction score.

- a. Compute a mean (average) for each of the 25 items by totaling all scores for that item and dividing by the number of scores. For example, you have 10 folks complete the survey, and nine respond to question #1. You total the nine responses and divide by 9.
- b. Next, you need to compute a grand mean. Total all 25 mean scores, and divide that number by 25 to arrive at your grand mean.
- c. Last you multiply grand mean by 2, to derive your final customer satisfaction score. This is the number that is entered into the score sheet.

If the responses are marked “not applicable” or are missing, do not compute them into your mean score. For example 25 surveys are collected, and for item #5 only 20 responses are valid. That is to say five respondents either circled not applicable or did not circle any response. You would add the 20 scores and divide by 20.

---

## FURTHER ANALYSIS

The survey instrument measures four domains of service quality. The domains are represented by a group of items as follows:

DOMAIN	ITEMS
<b>Tangibles</b> (physical facilities, equip., and appearance).	#1, 10, 14, 16, & 20
<b>Reliability</b> (ability to perform the promised service accurately and dependably).	#2, 3, 4, 5, 6, 8, & 9
<b>Responsiveness</b> (willingness of the staff to help customers and provide prompt customer service).	# 7, 12, 21, 22, 23, & 24
<b>Assurance</b> (courteous and knowledgeable employees who convey confidence and trust).	#11, 13, 15, 17, 18, 19, & 25

Should you wish to compute mean scores for each domain, add the appropriate mean scores for each domain, and divide that total by the number of items in that domain. For example, if you were interested in how your program scored on the reliability domain, you would add the mean scores from items #2, 3, 4, 5, 6, 8, & 9 and divide by 7.

**Customer Satisfaction Survey Checklist**  
(Assumes pen and paper method is chosen to collect data)

STEPS FOR SURVEY IMPLEMENTATION	DATE COMPLETED	BY WHOM
1. Download survey from website.		
2. Customize survey for your use - insert your program name.		
3. Determine number of surveys to collect using table provided.		
4. Copy appropriate numbers of survey - preferably on card stock so that customers can complete easier.		
5. Randomly select dates and times for data collection - distributed over one month period		
6. Collect data - offering some incentive for survey completion.		
7. Complete data analysis.		
a. Compute mean for each of the 25 items by totaling all scores for that item and dividing by the number of scores.		
b. Total all 25 mean scores, and divide that number by 25 to arrive at your grand mean.		
c. Last you multiply grand mean by 2, to derive your final customer satisfaction score.		
8. If desired, complete further analysis.		
9. Enter Customer Satisfaction score in Score sheet.		

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## CUSTOMER SATISFACTION SURVEY

MWR is very interested in how satisfied you are with the \_\_\_\_\_ program. Below are statements that may reflect your satisfaction with this program. Please indicate your level of satisfaction by circling your response to each item. Circle "0" in the "Not applicable" column for items you believe do not apply to this program. Thanks for your feedback!

ITEM	NOT APPLICABLE	STRONGLY DISAGREE	DISAGREE	NEITHER DISAGREE OR AGREE	AGREE	STRONGLY AGREE
1. Equipment provided is up-to-date.	0	1	2	3	4	5
2. Programs start on time.	0	1	2	3	4	5
3. Staff is willing to go an extra step.	0	1	2	3	4	5
4. Programs are offered at convenient times.	0	1	2	3	4	5
5. Staff is dependable.	0	1	2	3	4	5
6. Staff has enthusiasm.	0	1	2	3	4	5
7. Staff gives individual attention to you.	0	1	2	3	4	5
8. Staff responds to requests quickly.	0	1	2	3	4	5
9. Information provided is accurate.	0	1	2	3	4	5
10. Facility is aesthetically attractive.	0	1	2	3	4	5
11. Staff is well dressed and appears neat.	0	1	2	3	4	5
12. Staff understands your needs.	0	1	2	3	4	5
13. Staff is competent.	0	1	2	3	4	5
14. Staff acts on participants' suggestions.	0	1	2	3	4	5
15. Staff makes you feel as though you belong.	0	1	2	3	4	5
16. Facility is comfortable.	0	1	2	3	4	5
17. Staff is friendly.	0	1	2	3	4	5
18. What is promised is delivered.	0	1	2	3	4	5
19. Staff is knowledgeable.	0	1	2	3	4	5
20. The organization is concerned with quality control.	0	1	2	3	4	5
21. Program/facility is at a convenient location.	0	1	2	3	4	5
22. Other participants are not bothersome.	0	1	2	3	4	5
23. Problems are quickly solved.	0	1	2	3	4	5
24. Staff takes time with the participants.	0	1	2	3	4	5
25. Staff performs duties consistently well.	0	1	2	3	4	5

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## ITT PROGRAM STANDARDS AND METRICS SECTION III

### SCORING

---

#### PURPOSE OF THIS SECTION

To describe how to calculate a score for this program using a pre-programmed scoring template (Excel spreadsheet) called the Objective Matrix (OM).

---

#### BACKGROUND

Periodically Navy leadership will conduct a scoring of all MWR programs (called the Program Data Call or PDC), with scores and costs for all programs collected and aggregated. This process is web-based, with scores automatically calculated and recorded in a database on a website provided for that purpose. It isn't necessary to wait for the Navy-wide call to calculate the score for your program, however. Another method is available that you can use at any time to see how your program compares to the standards and determine your Common Output Level (COL) score.

---

#### NOT APPLICABLE "N/A"

It is possible you will find that some standards don't apply to your program. Circumstances may be such that the standard simply "doesn't fit." When that happens, you may mark the standard "N/A" and adjust the scoring accordingly. You should remember that applicability is the nature of most standards, however ... meaning that most standards **DO** apply. Just because you don't comply or it is very difficult for you to achieve, doesn't mean it doesn't apply. You should be able to justify your reasoning for any standard you mark "not applicable."

---

## PROCEDURES

To calculate a COL score for your program, follow these steps:

**Step 1.** Complete the scoring process in this booklet, recording the percent compliance for each metric on the worksheets provided.

**Step 2.** If you don't already have the Excel worksheet (OM) with the pre-programmed scoring template, you may download it from the Navy MWR website. Go to <http://www.mwr.navy.mil/mwrprgms/programstand.htm> and download the scoring matrix for your program.

**Note:**

If you are challenged about "macros" when opening the spreadsheet, select "Enable Macros."

This spreadsheet contains pre-programmed formulas and multipliers that you should not change or your score will not calculate correctly. You should enter numbers in the cells that are light green in color only.

**PROCEDURES  
(cont.)**

**Step 3.** Find the Personnel Sub-Matrix in the spreadsheet. Enter the percent score you calculated on the worksheet for metric 1.1 into the “performance block” as shown in the example below.

**Personnel Sub-Matrix**

1.1 Percent Staffing Level	th	ceiving ing	
90			Performance

Enter your percent score for this metric on the performance line.

100	100	100	10	}	COL 1
95	95	95	9		
90	90	90	8	}	COL 2
85	85	85	7		
80	80	80	6	}	COL 3
75	75	75	5		
70	70	70	4		
65	65	65	3		
60	60	60	2		
55	55	55	1		
50	50	50	0		

			Score	
50	25	25	Weight	Index
0	0	0	Value	0

**PROCEDURES**  
(cont.)

**Step 4.** Find your score for this metric by reading straight down the column to find the closest number that does not exceed your percentage score, then read to the right and find the corresponding number from the 0-10 scale. Record the number from the 0-10 scale in the **Score** block near the bottom of the column for metric 1.1.

Personnel Sub-Matrix		
1.1 Percent Staffing Level	1.2 Percent With Appropriate Qualifications	1.3 Percent Receiving Required Training
90		

Performance	100	100	100	10	
	100	100	100	10	COL 1
	95	95	95	9	
	90	90	90	8	COL 2
	85	85	85	7	
	80	80	80	6	COL 3
	75	75	75	5	
	70	70	70	4	
	65	65	65	3	
	60	60	60	2	
	55	55	55	1	
	50	50	50	0	

Score	50	25	25	Weight	Index
8					
	400	0	0	Value	400

The score will automatically be multiplied by the weight pre-assigned to this metric, and a score will appear in the **Value** block. A partial score for all 3 personnel metrics will also appear in the **Index** block.

## PROCEDURES (cont.)

**Step 5.** Repeat steps 3 and 4 for all remaining metrics (the rest of Personnel and for all metrics in Facility, Program, Equipment and Administration), entering the scores in the appropriate sub-matrices.

**NOTE:** For all programs except Auto Skills, the score for Administration should be entered in the Program Standards Sub-Matrix. For Auto Skills, complete the sub-matrix for Administration.

When you have finished entering all the scores in the Personnel, Facility, Program, Equipment and Administration sub-matrices, the Program Standards Sub-Matrix will look something like the example below. All the **Index** block scores from each sub-matrix should now appear on the **Performance** line of the Program Standards Sub-Matrix.

Program Standards Sub-Matrix

1. Personnel	2. Facilities	3. Program	4. Equipment	5. Administration	
750	660	895	845	95	Performance

1000	1000	1000	1000	100	10	}	COL 1
900	900	900	900	90	9		
800	800	800	800	80	8	}	COL 2
700	700	700	700	70	7		
600	600	600	600	60	6	}	COL 3
500	500	500	500	50	5		
400	400	400	400	40	4		
300	300	300	300	30	3		
200	200	200	200	20	2		
100	100	100	100	10	1		
0	0	0	0	0	0		

					Score	
30	20	30	15	5	Weight	Index 0
0	0	0	0	0	Value	

## PROCEDURES (cont.)

**Step 6.** Enter the scores from the 0-10 scale for all five areas in the **Score** blocks just as you did in the other sub-matrices. Read straight down the column to find the closest number that does not exceed your percentage score, then read to the right and find the corresponding number from the 0-10 scale. Record the number from the 0-10 scale in the **Score** block near the bottom of the column.

Don't forget to enter the score for Administration in this sub-matrix if there is no other sub-matrix for it.

Program Standards Sub-Matrix

1. Personnel	2. Facilities	3. Program	4. Equipment	5. Administration		
750	660	895	845	95	Performance	
1000	1000	1000	1000	100	10	COL 1
900	900	900	900	90	9	
800	800	800	800	80	8	COL 2
700	700	700	700	70	7	
600	600	600	600	60	6	COL 3
500	500	500	500	50	5	
400	400	400	400	40	4	
300	300	300	300	30	3	
200	200	200	200	20	2	
100	100	100	100	10	1	
0	0	0	0	0	0	
7	6	8	8	9	Score	
30	20	30	15	5	Weight	
210	120	240	120	45	Value	
					Index	
					735	

**PROCEDURES**  
(cont.)

**Step 7.** Find the Service Level Matrix and complete the scoring for the program standards by entering the appropriate number from the 0-10 scale in the **Score** block. (The total score for Program Standards should have automatically appeared in the **Performance** block.)

**Service Level Matrix**

Customer Satisfaction	Program Standards
	735 Performance

(Standard

10	1000
9	900
8	800
7	700
6	600
5	500
4	400
3	300
2	200
1	100
0	0

10
9
8
7
6
5
4
3
2
1
0

}

COL 1

}

COL 2

}

COL 3

	7
40	60
0	420

Score

Weight

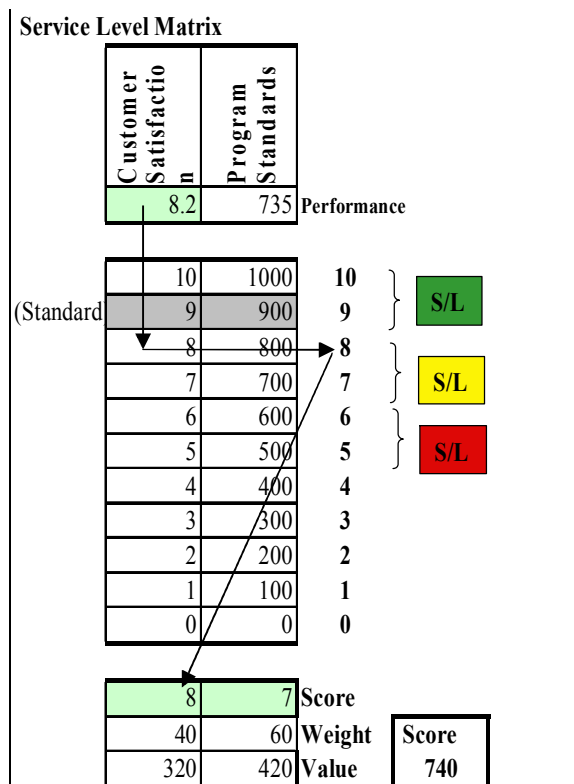
Value

Score

420

**PROCEDURES  
(cont.)**

**Step 8.** Complete all scoring by entering the score from your Customer Satisfaction Survey. Ensure you have followed all the steps in Section II of this booklet to arrive at a Customer Satisfaction Score. Put the number on the **Performance** line and on the **Score** line.



In this example, the final score was 740, which is a COL 2 on the 0-1000 point scale.

Previous Navy-wide scoring has resulted in a final score on the 0-10 scale vice a thousand-point scale. The score in this example is a 7.40 on the 10-point scale - just move the decimal point two places to the left.